

# Project Startup Report

**Project Name:** Enterprise Learning Management (ELM)

**Agency:** Office of Management and Budget (OMB)

**Business Unit/Program Area:** PeopleSoft Human Resources

**Project Sponsor:** Darin Schorsch, John Wohl

**Project Manager:** Brenda Bulawa

## Project Description

The main objective of this project is to implement the PeopleSoft Enterprise Learning Management (ELM) module as a enterprise deployment representing State Agency requirements. The ELM system will provide State employees with an online, self service, and administrative employee Training module for State agencies which elect to participate. The State of North Dakota (SOND) will utilize purchased ELM licenses (funded in conjunction with Department of Transportation) and use the existing Portal, Human Capital Management (HCM) and Financial PeopleSoft production applications.

MAXIMUS Inc. has been contracted to lead the implementation which consists of; requirements verification, fit/gap sessions, configuration/prototyping, unit/system/user acceptant testing, training and implementing functionality.

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## Business Need or Problem

### DOT

1. Needs more complete training records.
2. The agency has a large volume of unique one instance training provided to employees. Given the current course/session numbering conventions, they are concerned with running out of available tracking numbers in the future.
3. More comprehensive training coordination such as might be available with a 'Training Program' (i.e. multiple course/session combinations) functionality.
4. Ability to track (ensure) training for non-employees (i.e. contractor staff certified).

### ITD

5. Replace their mainframe training tracking system.
6. Replacing the existing functionality and evaluate the feasibility of converting any existing records.
7. Development of Training Programs based on job requirements.
8. Performance metrics.

### DOT and ITD

9. Effective reporting, on-line self-service to include requesting, approving, recording training and workflow.
10. ELM functionality should also coordinate with skill & competency information in base HCM and build toward more comprehensive workforce planning and development capability.
11. One stop training module functions including the ability to view a training catalog as well as maintenance of calendars.
12. Capture costs associated with the Training.
13. Reduce the paper processes currently used.
14. Integrate with additional scheduling systems (i.e.; MS Outlook, MyDOT).
15. Reduce the time spent by Training Administrators by Employee self-service for: course

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signup, drop, and session change through a redesigned portal.

Key Metrics		
Project Start Date	Estimated Length of Project	Estimated Cost
07/27/09	11 Months	\$425,580

Benefits to Be Achieved	
Project Objectives	Measurement Description
<b>DOT:</b>	
1. Curriculum management is to include Skills, Competencies, and Certifications.	1. DOT and ITD's current learning management systems do not contain employee records for skills, competencies and certifications. Upon implementation of the ELM system, a report will be generated for an employee and that report will include the employee's skills, competencies and certifications.
2. The numbering method of courses needs to be expanded.	2. DOT is nearly out of course numbers using the current chronological numbering method, 3 digit agency number followed by 3 digits of classes i.e. 801001-801999. Upon implementation of ELM those numbers will be expanded to encompass infinite future needs.
3. Increase the methods of training from instructor led only.	3. Agencies will be able to conduct training by instructor led training as well multiple venues of training such as computer based, CD, outside instruction.
4. Non-employee registration and record retention for classes given by DOT.	4. Non-employees should be able to register for a class, and that class record should be retained for the length of time that is required by records retention policy.
<b>ITD:</b>	
5. ELM to provide tracking of ITD training.	5. No longer use mainframe to track training.
6. Determine if existing records will be brought forward into ELM or not.	6. Based on the complexity of the multiple systems involved, further research needs to be done at this time.
7. Employee to have a clear understanding of what training needs to be completed for their position.	7. Each job code/group to have specific curriculum for development in the position.
8. ELM to illustrate to the employee, as well as supervisor the % trained an individual is within their position and % complete for certification.	8. An employee, or supervisor will be able to pull up a training record or course to see what percent of training is complete for a position or individual.
<b>DOT and ITD:</b>	

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9. Reduce the time spent training administrators by employee self-service for: course signup, drop, session change through a redesigned portal.	9. Currently it takes DOT and ITD 240 hours per year to train administrators on the current learning management system administration of course signup, drop, and session change. Through implementation of PeopleSoft ELM, which will allow employee self-service of these functions all of the hours spent in the administration training will be saved. Upon project completion, the current DOT and ITD administrators will be surveyed to ensure they are no longer spending time on these functions.
10. Provide one stop queries to enable supervisors the ability to look for trained/in training individuals for future workforce planning.	10. Query available to determine who is trained for a particular position.
11. Provide a catalog of courses being offered and times.	11. Currently viewable catalog exists by doing a search by name of course or course number. The search mechanism will be simpler and would provide the course information as required.
12. Establish cost of trainer as well as cost to take course offered.	12. Course costs will be invoice by IDB after employee takes class to agency taking class automatically. If non-employee, they would pay the agency. (i.e.. credit card or other means)
13. Training records and courses on one system.	13. Currently some training records and courses come from legacy, mainframe, and shadow systems and have to be printed out and manually analyzed. ELM would increase the number of those training records being kept in one location by 90%. All of those records would be viewable on one system.
14. When an employee is authorized by a supervisor to take a class, it should be reflected on MS Outlook calendar.	14. Currently when an employee contacts their admin for registration for a class, they get registered, or wait listed and receive an email for them to keep track of manually. Upon implementation this process will automatically update their calendar with the approved class time, location and name.
15. By enabling self service, allow each employee, or supervisor to sign up themselves for classes, or select a class for a subordinate to enroll in.	15. Currently when an employee wants to take a class, they contact their agency/department admin to be enrolled in the class. Last year 11,921 people took class x 2 minutes to enroll them, and 2 minutes to record their completion of the class = 794 hrs. By using self service the amount of time that an admin takes to enroll a student will be decreased by 90%.

## Cost/Benefit Analysis

### **OMB**

The list of agencies surveyed for interest in participation of initial implementation includes the following State agencies:

DOT, ITD, & OMB (HRMS) Central Services, NDPERS, DHS, JSND, Insurance, Labor, BND, Adj. Genera, ND University System. Of those surveyed, DOT, ITD, & OMB (HRMS) Central Services, DHS, and NDUS have expressed interest in the project.

- Agencies will gain efficiencies by requesting and tracking training information with an online system as opposed to a paper method.

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- Payroll and HR Administrators would delegate requests and approvals to the end user level and also administrative support staff.

## **DOT**

- Reduce errors from manually re-keying employee registration information.
- Reduce administrative time with all our manual processes.
  - Phone calls, emails, etc. to get signed up for training.
  - Creation of lists showing available and upcoming training.
  - Creation of paper files containing all information pertaining to each training course being offered.
- Improved overall reporting and automating report processes done by hand today.
  - Number of training sessions offered annually and how many attended.
  - Adverse impact reporting which is a Federal requirement.
- Electronic storing of past training information including registration sheets.
  - Provide needs analysis and planning capability.
  - Utilizes competency or other tool to assess gaps by class and work unit.
  - Provides roll-up capacity to determine the overall needs and assess priorities
  - Identifies desired classes, and prioritized list of recommended attendees.

## **Key Constraints or Risks**

### **OMB**

- Adequate agency and project team resources need to be available throughout the project timeline
- Lack of information regarding the functionality of product.
- Competing project priorities.
- DOT HR Director retires in Sept. 2008 and the continuity will need to be carried on by the replacement.
- 'Scope Creep' considering strong interest from DOT in more comprehensive Workforce Development functionality DOT requires a total Learning Management system so only fulfilling one segment of training will not meet the agency's need.

### **DOT**

- Introduction of new technology to managers and staff
- Enterprise solution – multiple agency involvement could slow the project down.
- Interface with PeopleSoft
- Keeping scope of project limited to the Training module functionality versus overall HCM functionality